

Division of Nursing

Five-Year Strategic Plan 2024-2028



	WORKFORCE AND CULTURE
	HEALTHCARE DELIVERY
	RESEARCH
	EDUCATION
	RESOURCE STEWARDSHIP

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The Division of Nursing is excited to present this strategic plan for 2024-2028. This plan was created to align with the overall network strategic plan, and to specifically lay a foundation for innovative nursing that will lead us into the future.

As communities struggle with providing healthcare to individuals, families and communities in a setting of social determinants that impact health, it is imperative that Stony Brook Nursing build an innovative and resilient work force that will be able to respond to the complex needs that our patients will face.

Stony Brook Nursing’s Strategic Plan incorporates the six foundational elements as defined by Stony Brook Medicine: Commitment to Excellence, Industry-Leading Scientific Discovery, Compassionate Care, Interprofessional Collaboration, Social Mobility and Community Impact.

Stony Brook Nursing is dedicated to creating a work environment that ensures a workforce that is diverse and possesses knowledge and skills that are needed to address complex patient issues. It has become imperative that we examine traditional nursing practice and create sustainable models of care that support nursing at top of license.

This strategic plan is meant to articulate a clear vision for nursing that promotes quality outcomes, empowers the voice of the nurse, and secures appropriate resources to support nursing practice.

Together as a health system we can accomplish this ambitious agenda. I am excited to see what the incredible nursing staff at Stony Brook will accomplish over the next five years.

Thank you to all who contribute to and support our efforts.

Carolyn Santora

Carolyn Santora, MS, RN NEA-BC, CPHQ
 Chief Nursing Officer
 Chief of Regulatory Affairs
 Stony Brook University Hospital



Stony Brook Nursing provides vital healthcare services, education and research.

Our commitment to improve health and well-being, in the context of compassionate, connected care, inspires trust and builds bonds with patients, their families and the community. With a history of achievements and contributions to the nursing community, Stony Brook Nursing has a legacy of success. Our track record of transformative leadership, and our commitment to research, education and exceptional patient care instills pride and inspires individuals to be part of a nursing service that exemplifies excellence.

As part of Stony Brook Medicine, the Division of Nursing has the opportunity to drive innovation and transformation in Stony Brook hospitals and beyond.

Stony Brook Nursing integrates all of Stony Brook Medicine's initiatives: research, education and clinical care.

Through the realization of this strategic plan, Stony Brook Nursing will continue to build on the foundational elements developed by Stony Brook Medicine: commitment to excellence, industry-leading scientific discovery, compassionate care, interprofessional collaboration, social mobility and community impact.

1. **Commitment to Excellence:** Stony Brook Medicine is deeply committed to delivering exceptional healthcare, conducting groundbreaking research and providing advanced education. Our unwavering dedication to excellence is evident in every aspect of our work.
2. **Industry-Leading Scientific Discovery:** With a focus on advancing scientific discovery and embracing technological advancements, Stony Brook Medicine stands at the forefront of innovation. Stony Brook Nursing partners with our other Health Science's colleagues on research through interdisciplinary collaboration.
3. **Compassionate Care:** Stony Brook Medicine is among the top-ranked health systems in the United States and places a strong emphasis on compassionate and personalized care. Our nursing professionals go above and beyond to ensure that patients receive not only the best care, but the empathy, support and understanding they need during challenging times.
4. **Interprofessional Collaboration:** Stony Brook Nursing supports a culture of collaboration, to tackle complex healthcare and societal challenges. By supporting this interdisciplinary approach, we can drive innovation and deliver comprehensive solutions.
5. **Social Mobility:** Stony Brook University is among the top universities in the nation renowned for our role in social mobility and rankings on our social mobility index. Stony Brook Medicine's five health sciences schools (Renaissance School of Medicine, School of Dental Medicine, School of Health Professions, School of Nursing and School of Social Welfare) as well as our Program in Public Health provide exceptional education and training that equip students to excel in their professional endeavors.
6. **Community Impact:** Stony Brook Nursing works with other disciplines to offer medical and wellness care to 2.9 million diverse residents on Long Island and beyond. We support the need for greater equity in access to healthcare and more inclusiveness in the recruitment of nursing professionals serving our diverse population.





Division of Nursing: Mission, Vision and Values

Mission, vision and values are the principles that define and guide our organization. They provide a clear sense of purpose, inspire our work and serve as the foundation for our strategic decision-making and transformation efforts.

Our Mission is the fundamental reason of our existence. It articulates our core purpose and the impact we make in the communities we serve. Our mission statement reflects our commitment and drives our culture, passion and dedication.

Our Vision is a forward-looking aspiration that describes our desired future state. It inspires and motivates our organization to transform lives and push boundaries. Shaping the future of health. The Division of Nursing's vision is ambitious yet realistic, providing a clear destination to focus our strategy and transformation effort.

Our Values are the principles and beliefs that define the Division of Nursing's culture and shape our behavior. They serve as a moral compass, guiding our actions, decisions and interactions. Our values reflect the highest standards of behavior that we expect from one another. These values align with the values defined in Stony Brook Medicine's Strategic Plan.

Mission

We transform lives through innovation, professional development and expert patient care.

Vision

We bring together evidence-based practice, research, foundational training and extraordinary nursing expertise to set a standard for compassionate, innovative care.

Values

INTEGRITY

We are honest and ethical in our interaction.

COMPASSION

We are empathetic and commit to understanding how to best serve individuals.

ACCOUNTABILITY

We take responsibility for our actions, decisions and behaviors, and their impact on the global community.

RESPECT

We value equity, inclusion and diversity, treating all with dignity, courtesy and consideration.

EXCELLENCE

We achieve the highest standards in quality, safety and service.



Division of Nursing

Stony Brook Medicine has identified strategic priorities, objectives and initiatives to guide our work for the next five years. The Division of Nursing identified specific objectives and initiatives within each of the five priorities to develop the Division of Nursing's Strategic Plan.

Strategic priorities, objectives and initiatives are the building blocks that enable us to translate our mission, vision and values into actionable plans and tangible outcomes. They provide a blueprint for achieving strategic goals and driving meaningful change.

The strategic plan was based on, aligns with and supports the overall Stony Brook Medicine Strategic Plan.

PRIORITIES: Strategic priorities are the areas of focus that will propel our nursing service toward a long-term aspirational future state and outline where resources will be concentrated to achieve sustainable growth and success.

OBJECTIVES: Strategic objectives are the specific bodies of work that outline how Stony Brook Nursing will ladder up to the strategic plan. Objectives are aligned with the mission and vision and serve as a roadmap for achieving long-term success.

INITIATIVES: The Nursing strategic initiatives are specific actions or projects undertaken to achieve the strategic objectives. These strategic initiatives may be larger in scope than regular operational activities. These initiatives may require dedicated resources, careful planning, outcome measures and coordination to ensure successful implementation.

FIVE STRATEGIC PRIORITIES

Each strategic priority has objectives and initiatives to achieve goals over a five-year time period.



Workforce and Culture



Healthcare Delivery



Research



Education



Resource Stewardship



Priority 1: WORKFORCE AND CULTURE



Fostering a high-performance culture will attract, develop, recognize and retain an exceptional nursing workforce. This in turn will result in a commitment to advancing excellence, innovation, diversity and inclusion. A healthy culture encourages people to share ideas, take calculated risks and collaborate. Embracing innovation and continuous improvement allows Stony Brook Nursing to respond to industry changes, drive innovation and create solutions to problems. This is done by fostering a high-performance culture of transparency and open communication to attract and retain an exceptional nursing workforce.

OBJECTIVE

Engagement

INITIATIVES

- Majority of units (more than 50 percent) to achieve greater than 50th percentile increase in nurse engagement scores on biannual employee engagement survey
- Decrease RN turnover by 0.1 percent
- Implement mechanism for transparency in communication and feedback
- Implement nursing leader mentor program
- Enhance onboarding and orientation of nursing leaders
- Enhance recognition program of nursing staff and leaders
- Increase feedback from exit interviews
- Support equitable recruitment activities to increase the diversity of our workforce
- Enhance nursing division presence on external website
- Launch of clinical ladder program
- Obtain Magnet Certification

Priority 2:
HEALTHCARE DELIVERY



Priority 3:
RESEARCH



The transformation of care delivery will be accomplished by leveraging innovative approaches and technologies. Stony Brook Nursing will excel at providing high-quality, accessible and consumer-centric care that utilizes unique industry-leading models of care. The Division of Nursing will transform care delivery by providing high-quality, compassionate connected care to a diverse patient population using innovative approaches and technologies.



Stony Brook Nursing will support the advancement of the research mission by fostering a culture of research excellence and innovation. This will continue to drive impactful discoveries, interdisciplinary collaboration across Stony Brook University and knowledge translation that positively impacts human health.

OBJECTIVES

INITIATIVES

Compassionate Connected Care

- Improve patient engagement using compassionate connected care modeling, an inclusive framework to support the needs of diverse and underserved populations

Quality
(Nursing-Sensitive Indicators)

- Improve quality of care by achieving top decile benchmark in NDNQI metrics and partnering with our quality experts
- Enhance retention of experienced, skilled nursing staff

Transformative Care

- Improve nursing engagement with discharge care planning
- Implement consistent daily nurse leader rounding

Partnerships

- Explore innovative models of care utilizing alternative staffing and technology
- Partner with SON to develop preceptor academy

OBJECTIVE

INITIATIVES

Novel Research and Evidence-Based Practice Research

- Develop and increase number of nurse-led research studies
- Develop RN research fellowship program
- Enhance evidence-based practice (EBP) projects within Vizient/AACN nurse residency program
- Increase overall EBP projects
- Evaluate outcomes in practice with EBP
- Collaborate with Stony Brook School of Nursing and other Health Sciences Schools and SBUH disciplines in developing and carrying out research projects
- Target research and EBP that support diversity and equity

Priority 4:
EDUCATION



Priority 5:
RESOURCE STEWARDSHIP



Exceptional interprofessional education and training will equip students with the knowledge, skills and experiences that will propel their professional development. Their contributions will advance scientific advancements and address global challenges.



Operational excellence will be achieved by focusing on increasing net revenue, grants and philanthropy funding. Nursing supports this through operational effectiveness and providing optimal care to a diverse patient population while minimizing environmental impact.

OBJECTIVE

Collaborative Education

INITIATIVES

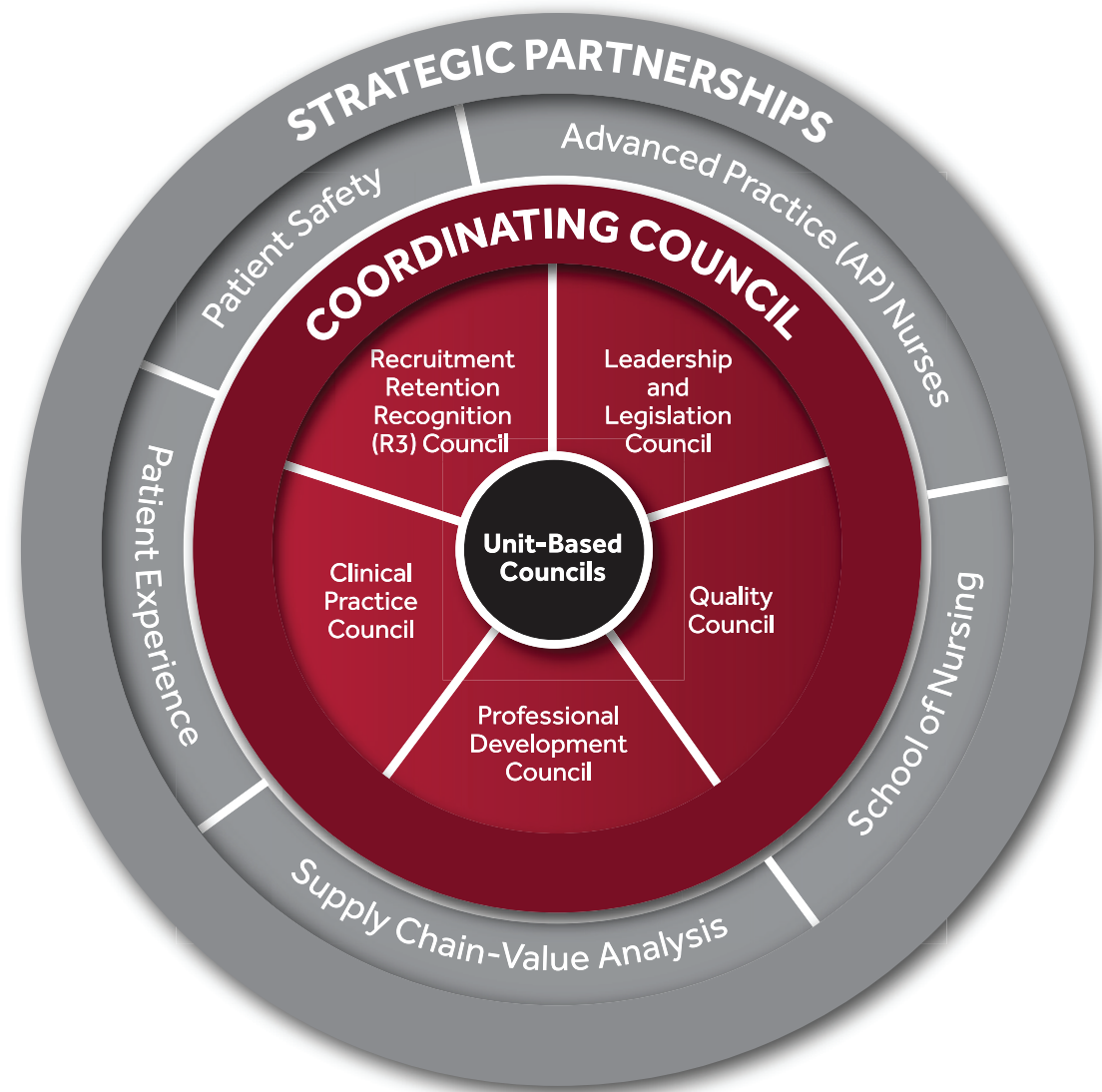
- Partner with SON to work on curriculum development for undergraduate nursing students to meet the needs of healthcare in the 21st century
- Development of simulation-based training during orientation and ongoing education to enhance professional development
- Develop revised orientation for nursing staff
- Alignment between nursing professional development and service lines to improve outcomes that support excellent and equitable care
- Reinstate nursing grand rounds
- Improve certification rates by 0.1 percent
- Increase bachelor's degree or higher prepared RNs by 0.1 percent
- Improve professional collaboration with specialty organizations

OBJECTIVE

Enterprise-Wide Excellence

INITIATIVES

- Analyze nursing financial metrics to maximize resources and drive decisions related to resource use
- Reduce patient observer hours
- Reduce use of (goal = eliminate) agency staff
- Identify inefficiencies related to disposable equipment waste
- Manage par levels of bedside clinical equipment



At Stony Brook Medicine, the Division of Nursing is proud to offer a robust shared governance model, which invites all nursing staff to participate, and focuses on continuous quality improvement in patient care and staff engagement. In our model, the Unit-Based Councils are the foundation of the shared governance structure. The Unit-Based Councils work on unit-level goals that are meaningful to each unit's unique practice and culture. Each council has sub councils and committees that align with the Division of Nursing's mission, vision and values. Stony Brook's Division of Nursing collaborates with the Coordinating Council and strategic partners to provide a well-rounded perspective for nursing members to positively impact our practice.



In conclusion, Stony Brook Nursing's Strategic Plan supports and complements Stony Brook Medicine's. Together, the plans chart an ambitious path toward the future.

Throughout this strategic plan, the Division of Nursing has emphasized the importance of leveraging advancements in technology, interdisciplinary collaborations, and the expertise and skills of nurses to create the workforce of the future, and optimize health outcomes for our communities.

As part of Stony Brook Medicine, the Division of Nursing is dedicated to quality, equity and accessibility. The structure of our self-governance model leverages the important voice of our nursing staff. We will invest in cutting-edge research and innovation, utilize data and analytics to inform decision-making and improve outcomes. We will prioritize health education to ensure that individuals in our community are empowered with information and resources needed to make decisions about their health, and our workforce has the tools and knowledge needed to deliver expert care and advance their careers.

Our strategic plan is an ongoing commitment to the health and well-being of our communities and our staff. It is with confidence that we commit to this transformative process. Together, we will positively impact lives, push boundaries, pursue the best possible health outcomes, create a highly skilled and compassionate workforce, and share the future, together.

Creating the Future of Health, Together.



Stony Brook **Medicine**

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